

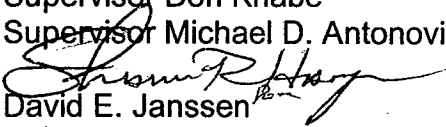


County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE

KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
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DAVID E. JANSSEN
Chief Administrative Officer

May 31, 2007

To: Supervisor Zev Yaroslavsky, Chairman
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Don Knabe
Supervisor Michael D. Antonovich
From: 
David E. Janssen
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

**DEPARTMENT OF HEALTH SERVICES REQUEST TO APPOINT ENRIQUE GARCIA
TO THE POSITION OF ASSOCIATE CHIEF, INFORMATION SYSTEMS, HEALTH
SERVICES**

Consistent with the August 4, 1998 Board-approved policy on management appointments, the Department of Health Services (DHS) requests authorization to appoint Mr. Enrique Garcia to the position of Associate Chief, Information Systems, Health Services (HS), at an annual salary of \$159,700.00 (\$13,308.33/month), placing him at the top of the salary range, Step 18, for this S14, position. This item is vacant and funded in the Department's Fiscal Year 2007-08 Final Budget. We have reviewed the request and recommend Board approval of the attached DHS request to appoint Mr. Enrique Garcia.

As Associate Chief, Information Systems, HS, Mr. Enrique Garcia will function as the Director of Technology Operations and will be responsible for directing four major functional areas within the Information Resource Management (IRM) organization and the Department of Health Services: Computing Service Delivery, Information Security, Data and Analytics, and Enterprise Architecture.

The Department indicates that Mr. Garcia has over 20 years of experience as an information technology (IT) executive with significant background and leadership in healthcare and IT infrastructure. A copy of Mr. Garcia's resume and additional information from DHS is attached.

Each Supervisor
May 31, 2007
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Mr. Garcia is currently a Vice President over IT Production Services for United Health Group responsible for oversight of the Batch Operations, System Production Support, EDI, Release Management, Data Management and IT Security. Previously he was the Director of Information Services. In this capacity, he oversaw a staff of 70 IT professionals who provided services ranging from Infrastructure, Operations, Application Development, Project Management and Security. During this time, Mr. Garcia was credited with promoting more effective service delivery across all IT functions and establishing a clear direction in preparation for IT integration.

The Department indicates that salary placement for Mr. Garcia at the top of Range S14 would be consistent with the level of experience and knowledge that Mr. Garcia brings to this position, and is slightly less than his current salary. Based on the information provided by DHS regarding Mr. Garcia's experience and qualifications, we concur with their request to appoint him to the position of Associate Chief, Information Systems, HS, at the requested salary.

In accordance with the policy on managerial appointments, unless our office is informed otherwise from your offices by June 8, 2007, we will advise DHS that authorization has been granted to proceed with Mr. Garcia's appointment to Associate Chief, Information Systems, HS, at an annual salary of \$159,700.00, effective June 11, 2007.

If you have any questions or concerns regarding this appointment, please call me or your staff may contact Latisha Thompson of this office at (213) 974-1157.

DEJ:SRH:DL
DJ:SM:bjs

Attachments

C: Executive Officer, Board of Supervisors
Director of Health Services

NON-PHYSICIAN MANAGEMENT APPOINTMENT REQUEST

Candidate Name: Enrique Garcia

Employee No.:

(Check one) NEW HIRE: ☒ PROMOTION: ☐

I. FACILITY/PROGRAM

A. Provide organization chart & highlight the position – *Attach electronic copy of organization chart*

SEE ATTACHMENT

B. Describe where the position fits into the management organizational structure:

In FY 06-07, Board of Supervisors approved the reclassification of the Data Elements Coordinator (R12) and Information Systems Manager II (R13) in the Health Services Administration, Information Resource Management to the two (2) Associate Chief Information Systems, Health Services item #4633, R14. The Director of Technology Services will encumber one of these budgeted items and will report to the Chief, Information Systems, Health Services (CIO) of the Department of Health Services. Mr. Garcia is highly qualified for this position; therefore IRM is asking CAO to consider Mr. Garcia's salary to be the maximum range of the R14 salary. Please see attached W-2 form for Mr. Garcia's current salary info. Due to pending allocation of the position in the item control, IRM is temporarily utilizing the vacant Data Elements Coordinator item in the Budget Unit 20136.

C. Describe the duties and responsibilities which reflect the scope and complexity of the position:

The Director of Technology Operations (official County classification is Associate Chief Information Systems, Health Services), is responsible for directing four major functional areas within the Information Resource Management (IRM) organization of the Department of Health Services: Computing Service Delivery, Information Security, Data & Analytics, and Enterprise Architecture. These functional areas are responsible for the day to day operations and safeguarding of the production systems and environments. The incumbent manages the computing resources and must remain abreast of the business operations of the Department of Health Services in support of all healthcare provider entities such as hospitals, comprehensive health centers, public/private partnerships, or other related stakeholders and to ensure information technology resources are scalable and available to support business operations. Executive level relationships are required for successful management of these operations. The Director of Technology Operations' duties include, but are not limited, to the following:

- Ensure that systems developed or acquired for business process solutions conform to established standards, roles and responsibilities in accordance with established industry standard business processes.
- As a member of the IRM Leadership Team, partner with associate directors within the Department of Health Services and the Chief Information Officer to develop quality plans and outcomes.
- Ensure that documented and approved Enterprise Architecture Domain Standards and processes are being followed and adhered to.
- Work with other Information Technology associates and business units to respond to changing business needs and contribute to business growth and success through technological resources.
- Promote the effective and efficient improvements to work processes which require insight into internal business organization and processes.
- Manage the day-to-day operation of the enterprise infrastructure.
- Evaluate performance based on the applicable performance measures in regards to technology as well as the results of how associates use the technology to improve service and reduce costs.
- Prepare and manage the Technology Service Delivery Group budget and performance management procedures.

D. Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

The Department of Health Services Information Technology (IT) function has a new Chief Information Officer position that was created and filled in June 2006. Along with this position are two new Associate Chief Information Systems, HS positions, who will function as the Director of Technology Operations and the Director of Application Development. This new management team is charged with creating the technical roadmap for the DHS enterprise and directs the enterprise IT functions to operate as a standardized integrated system utilizing best practices while adhering to executive governance.

This plan is based on staffing the IT functions within the facilities and at the enterprise level to allow for the deployment and ongoing management of existing and new systems. The pipeline of new systems in the plan over the next three years is significant and complex.

There are new sections within DHS IT such as; Enterprise Architecture to develop technical standards and review and approve all IT projects within the enterprise to ensure compliance of standards. Other sections require considerable expansion such as the Data Analytics Division to further develop the DHS data warehouse and the data mining capability required to provide business intelligence to the executive committee, planning analysts and hospital executives to increase operational efficiencies.

There are top ten initiatives for DHS IT, of which the first initiative is the most important in order to support the other nine initiatives. The first initiative is to staff the organization with the correct number and level of items with unique qualifications, special skills and abilities, which are required for successful management of these operations.

Mr. Garcia is the best qualified candidate to direct the four major functional areas in the Technology Operations Section within the Information Resource Management.

Mr. Garcia was selected above all of the other candidates due to his expertise in several technical functional areas such as:

- ✓ Data Warehouses
- ✓ Data Mining and Analytics
- ✓ Business Intelligence Software
- ✓ Data Center Management
- ✓ Data Networks and Voice over IP
- ✓ IT Security Operations and Compliance
- ✓ IT Enterprise Architecture

In addition, Mr. Garcia has significant healthcare and IT infrastructure leadership experience. He has an extensive experience as an IT Executive with over 21 years of progressive responsibilities. Mr. Garcia has been responsible for multi-faceted activities including, but not limited to directing and providing IT leadership to a large number of IT professional staff with responsibilities ranging from Infrastructure, Operations, Application Development, Project Management and Security in the Healthcare organization, and managing large operating and capital budgets. Mr. Garcia's accomplishments in the area of strategic planning and policy development are remarkable. As a Director of Information Services for various IT organizations, Mr. Garcia established a steering committee comprised of the company's senior executive management team to align business strategy with technology-focused projects.

Furthermore, he managed the implementation of a state-of-a-art automated pharmacy with a dispensing capacity of 45K prescriptions per day and a paperless imaged-based workflow processes. Additionally, he has experience managing the upgrade of all key technical infrastructure components to provide system standardization, redundancy and fault-tolerance for all mission-critical systems identified by the business.

Mr. Garcia implemented policies and procedures to govern functional processes and successfully pass all of the HIPAA audits.

Mr. Garcia also has advanced degrees from the highly ranked Business Management Schools in California. He is a member of several IT and Business Management Associations and Committees. Mr. Garcia is an author of a book *Technology Management Strategies*, written by IT executives on establishing organization goals, building a right team and making critical decisions.

This technical expertise combined with solid leadership experience results in delivering extraordinary operational systems and highly motivated staff. Mr. Garcia is highly qualified for this position and is willing to accept the position with DHS contingent upon placement at a maximum range of R14 which is more competitive with the private sector. The maximum salary range for R14 is still below Mr. Garcia's current salary.

E. Provide the candidate's résumé or curriculum vitae – *Attach electronic copy*

SEE ATTACHMENT

F. Identify highest paid subordinate reporting to this position

Name: John Wei Employee #: Title: Information Systems Manager I
Base Monthly Salary: \$ 9,589.18 Base Annual Salary: \$115,070.16 Salary Range/Quartile: 105F, Step 5

G. Identify management position above the position requested

Name: Patrick Anderson Employee #: Title: Chief Information Systems, Health Svcs
Monthly: \$ 15241.55 Annual Salary: \$ 182898.60 Salary Range/Quartile: R15, Max Range

II. HUMAN RESOURCES

Certify that the position is vacant and budgeted – *Attach Item Control*

YES ☒ NO

Verify current salary of the individual for whom the request is being submitted.

CURRENT BASE SALARY: Month: \$ 8,877.744 Annual: \$ 161,413.53 Range, Quartile: N/A

NEW HIRE OR PROMOTION: Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

PROPOSED SALARY: Monthly: \$ 13,308.333 Annually: \$ 159,700.00 Range, Quartile: R14, Maximum

Provide listing of all internal equivalent positions within facility/program – *Attach electronic copy*

SEE ATTACHMENT

Verify that candidate is listed on the appropriate Certification List and is reachable – *Attach electronic copy*

YES ☒ NO

ENRIQUE GARCIA

CORE COMPETENCIES

A results-oriented IT executive with over 21 years of progressive responsibility and a proven record of accomplishments. Major strengths and areas of expertise include the following:

- Proven strength in strategic planning, policy development, cost control, customer service, organizational/business development and government regulatory compliance.
- Self-driven with strong organizational skills and proven team motivating abilities. Able to positively impact morale and foster functional cohesiveness with a strong focus on service.
- Able to implement decisions and set effective priorities to achieve immediate and long-term goals.
- Skillful and competent negotiator capable of achieving win-win conditions under difficult circumstances.
- Outstanding project management and communication skills, including the ability to coordinate multifaceted activities, analyze problems, develop and implement productive corrective action.
- Solid experience in development and management of IT infrastructure and application support teams.
- Able to effectively manage vendor partners to maximize service benefits for the business.

PROFESSIONAL EXPERIENCE

UNITED BEHAVIORAL HEALTH, Santa Ana, CA

10/05 to Present

A Health Care Management Company which was recently formed following the acquisition of PacifiCare Health Systems by UnitedHealth Group (UHG). The new company is part of the Specialized Care Services (SCS) Segment of UHG contributing 50% to \$3.2B in annual revenues for the business unit. SCS is currently forecasting \$4B in revenues for 2006. UHG is an international health care organization with revenues in excess of \$50B per year with operations throughout the U.S. and the United Kingdom. UHG is currently forecasting \$70B in revenues for 2006.

VICE PRESIDENT, IT PRODUCTION SERVICES

Recently promoted to oversee the newly created team which is responsible for Batch Operations, System Production Support, EDI, Release Management, Data Management and IT Security.

DIRECTOR, INFORMATION SERVICES

Provide IT leadership for PacifiCare Behavioral Health. Oversee a staff of 70 IT professionals that provide comprehensive services ranging from Infrastructure, Operations, Application Development, Project Management and Security. Selected accomplishments to date:

- Established, for the first time, a steering committee comprised of the company's CFO and CIO to align business strategy with technology-focused projects requiring capital expenditures.
- Provided oversight for a major upgrade of the core application (FACETS) to take advantage of enhancements. The upgraded system resolved many long-standing issues for the business.
- Implemented standard policies and procedures to govern functional processes for the IT Project Management Office. This promoted more effective service delivery across all IT functions.
- Established clear direction on core projects to prepare IT for integration with the new parent company (United Health Group) and the new combined specialty company (United Behavioral Health). This has facilitated the transition to United and has also helped with the financial analysis required for budget consolidation.

PRESCRIPTION SOLUTIONS, Costa Mesa, CA

05/99 to 10/05

A Pharmacy Benefit and Medical Management Company which was a wholly owned subsidiary of PacifiCare Health Systems with over \$2.2B in annual revenues. PacifiCare was a health care organization with revenues in excess of \$14B per year with operations throughout the U.S., Guam and Ireland.

DIRECTOR, INFORMATION SERVICES

Provided overall IT leadership for the company. Managed an operating budget of \$20.3M and a capital budget of \$6.2M. Oversaw a staff of 85 IT professionals that provided comprehensive services ranging from Infrastructure, Operations, Application Development, Project Management and Security. Selected accomplishments:

- Established, for the first time, a steering committee comprised of the company's senior executive management team to align business strategy with technology-focused projects. Met with this team on a monthly basis. Having this tight coupling with the business allowed IT to focus on core initiatives for the company which fueled an average growth rate of 20% year-over-year.
- Managed the implementation of a state-of-the-art automated pharmacy with a dispensing capacity of 45K prescriptions per day and a paperless imaged-based workflow processes. 80% of the company's revenue is derived from sales through this facility.
- Implemented a data warehouse to facilitate pharmacy claims reporting processes. This web-based tool has become a differentiating factor with our competitors and has helped us grow our client base from single digits in '99 to 120 clients.
- Implemented a fully transactional web site that empowers customers with significant functionality including the ability to order prescriptions and over-the-counter medications online. Approximately \$6M per year is being generated in revenues through the site.
- Assisted with marketing and closing sales for external clients. Our member base has grown from 3M in '99 to over 6M in '05.
- Created a Project Management Office to standardize processes and methodologies to obtain predictable results from the IS organization.
- Implemented policies and procedures to govern functional processes. This focus created significant efficiencies, and the standard approaches to providing services were vital components in our ability to successfully pass all of the Sarbanes and HIPAA audits.
- Managed the upgrade of all key technical infrastructure components to provide system standardization, redundancy and fault-tolerance for all mission-critical systems identified by the business.

GENERAL MOTORS LOCOMOTIVE GROUP'S DEFENSE SYSTEMS OPERATIONS, Goleta, CA 02/98 to 05/99

The facility was part of a \$2.5B division with operations in the U.S., Canada, Australia, Asia, Europe and Mexico.

SITE MANAGER, INFORMATION SYSTEMS AND SERVICES

Responsible for providing computing infrastructure and application development support. Managed outsource vendor and ensured compliance to contracted quality standards. Responsible for administering a \$6.2M operating budget and oversaw a technical staff of 24. Primary emphasis involved the support of a sophisticated Engineering community that relied heavily on a variety of computing hardware and software tools. Selected accomplishments:

- Managed the successful transition of a new outsource vendor contracted to provide computing operations support.
- Reduced the annual operating budget by \$1M to \$5.2M by outsourcing several IT functions. Also by systematically auditing, deleting and combining maintenance and service contracts to shrink costs without impacting service levels.
- Managed a technology refresh project for the site that included the OS migration from Network to NT for the servers, WIN 3.1 to NT/WIN 95 for the clients and cc:Mail to Lotus Notes for E-mail. These projects aligned the facility with the GM corporate standards and helped create a more efficient information exchange process.
- Coordinated the Y2K assessment for all computing systems on campus. We completed the assessment ahead of schedule which allowed the development teams to remediate and test within the established timelines. Received an Outstanding Service Award from senior management for the support of the initiative.

PACIFICARE HEALTH SYSTEMS, Cypress, CA

An \$8B HMO with multiple sites spread out over the Western half of the U.S.

01/96 to 02/98

MANAGER, CORPORATE PC/NETWORK OPERATIONS

Responsible for LAN support for the Corporate FDDI campus backbone and WAN connectivity to over 80 sites throughout the United States. Directly responsible for administering a \$4.6M annual operating budget and oversaw a technical support staff of 26. In addition, provided local desktop support for all corporate functional entities. Selected accomplishments:

Enrique Garcia

- Supported the operational integration associated with the acquisition of FHP (a multi-billion dollar HMO). This included the relocation of over 4,000 employees over an eight-month time frame and the installation of the LAN/WAN infrastructure for six new corporate buildings.
- Developed and implemented a service model for dispatched technical services and a customer survey process that yielded a 98% outstanding rating over a year.
- Coordinated the hardware upgrades for a 10,000 node WAN environment at 80 sites throughout the U.S.

ROCKWELL INTERNATIONAL, SPACE SYSTEMS DIVISION, Downey, CA

10/81 to 12/95

A multi-billion dollar division that functioned as the primary NASA contractor for the Space Shuttle Program.

LINE MANAGER, OPERATIONS (04/94 to 12/95)

Managed a staff of 68 highly skilled computing professionals. Responsible for providing various facets of information systems support including; network management, NOVELL and UNIX server administration, field support for peripheral equipment, customer help desk, information systems security, IBM mainframe operations support, voice and data telecommunications services, and hardware/software procurement for the Space Systems Division's Southern California sites. As Line Manager, identified project requirements, established appropriate teams, and managed the resources available to ensure timely completion of projects. Other positions held:

- **MANAGER, CUSTOMER EQUIPMENT SERVICES** (09/91 to 04/94)
- **SUPERVISOR, DATA EQUIPMENT SERVICES** (02/89 to 09/91)
- **MANAGEMENT SPECIALIST** (06/85 to 02/89)
- **MEMBER OF TECHNICAL STAFF** (02/84 to 06/85)
- **ELECTRON BEAM TECHNICIAN** (10/81 to 02/84)

EDUCATION

Masters in Business Administration; University of La Verne, CA (1991)

Bachelor of Science Degree in Business Administration; University of La Verne, CA (1984)

Associate Science Degree in Metallurgy; Don Bosco Technical Institute, CA (1980)

ADDITIONAL INFORMATION

Member of the National Hispanic MBA Association

Technical Advisory Council Member for Cerritos College

Member of the Southern California Society for Information Management

Founding Member of the PacificCare Corporate Diversity Council

PUBLICATIONS

Technology Management Strategies; A book written by IT executives for the critically acclaimed *Inside the Minds* series on establishing organizational goals, building the right team and making critical decisions. First printing 2006.

SPECIAL SKILLS

Fluent in Spanish.



HEALTH SERVICES ADMINISTRATION - INFORMATION TECHNOLOGY
TECHNOLOGY OPERATIONS BRANCH (UNIT CODE – 20211 (Page 2 of 3))
FISCAL YEAR 07-08 AND FISCAL YEAR 08-09 PROPOSED BUDGET FINAL CHANGE REQUEST



Health Services
LOS ANGELES COUNTY

